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Technical
Specifications for Working Out and Introducing Work Standards
Technical Basis in People-Owned and Equivalent Enterprises

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PRINCIPLES FOR THE DEVELOPMENT AND INTRODUCTION OF
^{WORK}
 TECHNICAL ~~STANDARDS~~ STANDARDS FOR PEOPLE -
 OWNED ENTERPRISES AND THOSE HAVING SIMILAR STATUS

OF 20 MAY 1952

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Pursuant to Article 59 of the Labor Law of 19 April 1950
~~Development and Administration of the~~ ^{the increase}
 for the Advancement and Care of the Working Force, for Improvement
 of ~~the~~ Productivity of Labor and for the Further Improvement of the
 Material and Cultural ~~Standards~~ ^{Standards} of Workers and Employees (Legal
 Gazette, page 349) the following is determined for the execution of
 Section III:

I

General Provisions

ARTICLE 1

(1) In ~~the~~ ^{and similar} People's-Owned enterprises ~~and those having a~~
~~similar legal status~~, all jobs for which ^{work norms} ~~performance standards~~ can
^{established} be developed are to be ^{done} ~~executed~~ on a performance-^{piece-} ~~rate~~ ^{incentive}
~~rate~~ basis.

(2) Most ^{work} ~~performance~~ standards now used in ^{effect} ~~the plans~~ are
~~standards~~ based on statistical ^{experience} ~~experience~~ or on estimates, which af-
 ford no realistic basis for exact operating plans. With the active
 cooperation of all workers, these standards must be replaced with

standards based on practical experience,
 technically ~~validated~~ standards.

ARTICLE 2

(1) The technically ^{verified} ~~validated~~ performance standards are to be developed and introduced on the job, under the responsible leadership of the foreman, by the standards specialist in ^{cooperation} ~~collective~~ endeavor together with the brigade leader, the activists and workers; ^{engineers and technicians are} the ~~technical intelligentsia~~ is expected to cooperate actively.

(2) The Labor Division and its subdivisions are responsible for the development of the technically ^{verified work} ~~validated~~ performance standards. ^{The implementation of these standards} ~~Their introduction into use~~ is the responsibility of the plant director, ^{operations manager} ~~for the entire enterprise and of the chief of the operating~~ division ^{and} as well as the foreman, within their ^{various} ~~jurisdictions~~.

II

Development of Technically ^{Verified Work} ~~Validated~~ Performance Standards

ARTICLE 3

The development of technically ^{verified work} ~~validated~~ performance standards will be based on the following principles:

- (a) utilization of advanced ^{techniques} ~~technical methods~~,
- (b) economical utilization of ~~plant~~ equipment,
- (c) optimum organization of work combined with full utilization of the working day,
- (d) the necessary ~~expert~~ ^{skilled} qualifications of workers, and the working methods of activists.

ARTICLE 4

The development of technically ^{verified work} ~~validated~~ performance standards

^{to be carried on}
 is ~~conducted~~ under the direction of the division chief or foreman
 on the basis of the most advantageous working methods and the most
 efficient disposition and use of available equipment.

ARTICLE 5

In the development of technically ^{verified work} ~~validated~~ performance
 standards, job analysis studies are to be carried out by the
 standards specialist under the responsible direction of the fore-
 man ^{and cooperation} ~~in collective endeavor~~ with the brigade leader, the ac-
 tivists ~~and the workers~~, and ~~with the cooperation of~~ the engineer-
 ing personnel. In these studies mistakes and deficiencies in the
 organization of the work, ~~in~~ material supply, etc. are to be brought
 to light and the condition of equipment provided for the job and the
 effectiveness of the use of the working day are to be investigated.
 Mistakes and deficiencies are to be eliminated.

(2) Each job is to be ^{broken down into steps,} ~~divided into steps~~, using as a basis
 the experience and methods of Soviet industrial scientists and ^{technicians} ~~practitioners~~. The time required for each operation, insofar as
 it is not determined by the speed of the machine, is determined
 by time study ^{based on} ~~after the conclusion of~~ the job analysis. The time
 study is to be ^{made on} ~~made~~ on the job by the standards specialist, ^{after in close} ~~after~~
^{cooperation} ~~collective preparation~~ with the activists and workers under the
 leadership of the foreman.

ARTICLE 6

The development of ^{work} ~~performance~~ standards according to ob-
 solete criteria or statistical experience norms, ^{and of} ~~as well as~~ data
 and methods for ^{estimating of comparative work standards, etc.,} ~~(estimating of comparative work standards, etc.)~~ ~~is~~

not permitted.

III

Application

Effective Date, ~~use~~ and Period of Validity of the Technically
Verified work
~~Validated Performance~~ Standards

ARTICLE 7

(1) The technically *verified work* ~~validated performance~~ standards ~~have~~ become effect upon confirmation by the plant director.

(2) The technically *verified work* ~~validated performance~~ standards which have been approved by the plant director remain in effect for a period of 12 months. As a rule they are to be reexamined at the *amended or newly formulated, as may be necessary* end of the plan-year, ~~developed anew~~ and confirmed once more for the following year.

ARTICLE 8

(1) Technically *verified work* ~~validated performance~~ standards shall, as a rule, be introduced in such a way that ^{no} a reduction of the average earnings ^{during previous} ~~over~~ the ~~last~~ 13 weeks will ~~not~~ occur if ^{the} performance remains the same. When higher performance standards are introduced, a wage adjustment supplement should be paid for a ~~transitional~~ period of three months so as to bring wage payments up to the previous average, ^{thereby} giving ~~the~~ workers the chance to reach and exceed the higher standard within the time limit.

(2) If the standards previously ^{observed} ~~were~~ are in flagrant conflict with the principle of performance, it follows that wage payments are not related to performance. In ^{such event} ~~this case~~ special arrange-

ments are to be made, which in each case must be confirmed by the responsible ~~appropriate~~ Minister of State Secretary ~~having his own field of~~ ^{pertinent} competence in agreement with the trade union ~~having jurisdiction~~ and with the concurrence of the Minister of Labor.

(3) ~~for~~ ^{in the case of} jobs ~~having~~ ^{for which} performance standards set for the first time, such standard ^{are} to be ~~promulgated~~ ^{determined} by the division chief as a temporary ~~performance~~ ^{work} standard, valid for not more than 3 months. Such temporary ~~performance~~ ^{work} standards are to be reviewed ^{during that} ~~within this~~ time and the standards ^{determined} ~~developed~~ as the result of such review are then to be confirmed by the plant director as technically ~~validated performance~~ ^{verified work} standards.

ARTICLE 9

(1) If the technological process is changed by the organs of management through improvement of the old production equipment or if new machines, installations, etc. are placed in use, new performance standards must be established.

(2) If a worker, by means of a suggestion for improvement of an invention, makes a fundamental change in the technological process, a new performance standard is to be computed. If such new standard is then declared binding on all workers and ~~introduced~~ ^{put into effect} ~~introduced~~, the worker (whose suggestion or invention led to the new standard) has the right to receive, in addition to his bonus, wages for ~~the~~ period of four months computed on the basis of the previous performance standard.

(3) If it is possible to compute the amount of the supplementary earnings of the worker during the four-month period, such

amount shall be paid to him in a lump sum on the following pay-day.

IV

Duties of the Workers, Brigade Leaders, Foremen and Engineering Personnel

ARTICLE 10

(1) By employment of the best methods of work, by fulfillment and overfulfillment of the technically ^{verified work} ~~validated performance~~ standards, by careful treatment of plant equipment, by economical use of materials and by improvement of quality the workers realize the production goals set forth in the work plans of the enterprise.

(2) The brigade leader supports the initiative of his brigade in the fulfillment and overfulfillment of work plans, directs the brigade in the introduction of advanced working methods and imparts his experience to the workers so that they may fulfill and ^d overfulfill the technically ^{verified work} ~~validated performance~~ standards.

(3) Within the area covered by his brigade, the brigade leader sees to the conscientious observance of working discipline, organizes the smooth flow of work, eliminates waiting periods and improves the ^{efficiency} ~~work-loads~~ of the machines and tools [by seeing that they are used as nearly as possible to capacity].

ARTICLE 11

(1) The foreman is responsible for the development of work plans for his section and for the fulfillment of such plans. As organizer of production he is responsible for ^{proper work assignment} ~~the production work~~ in accordance with the qualifications of

the workers, the maximum utilization of plant equipment and the development and introduction of technically ^{verified work} ~~standards~~ standards. He directs and controls the flow of the production process and within the possibilities available to him initiates continuous improvement as well as the greatest possible mechanization of the work. He is responsible for ^{insuring} ~~seeing~~ that the amount allocated for wages is not exceeded, for the ^{achievement of reductions in material consumption,} ~~reduction of material consumption~~ and for the ^{maintenance} ~~establishment~~ of ^{statistical data showing the utilization (in %)} ~~numerical indices of the percent of capacity to which the items~~ of plant equipment, ~~in his section are utilized.~~

(2) Together with the brigade leaders, the foreman directs the workers in the fulfillment of their production tasks and sees to it that the entire working day is profitably used. He is responsible for observance of working discipline. He guides the standards specialist in the development of ^{work} ~~performance~~ standards; together with the standards specialist and the workers, the foreman determines the most productive method ^{an analysis} ~~of work by study~~ of the work processes.

ARTICLE 12

(1) The engineering personnel explains to the workers the planned technological development of the plant ~~and the operating discipline~~ and discusses this subject with them. In this way the workers are enabled to direct their initiative toward the perfection of the process, ~~of~~ production in accordance with the [planned] development of the plant.

(2) When technically ^{verified work} ~~validated performance~~ standards are

being developed and introduced, the engineering personnel is required to cooperate actively by determining the possibilities of improving the technological process of the design of the articles being worked upon.

ARTICLE 13

The plant director is responsible for directing the division chiefs and foremen in the development and introduction of technically ^{verified work} ~~validated performance~~ standards and also for controlling the development of performance standards throughout the plant. He is responsible for ^{insuring} ~~seeing~~ that ^{the said} ~~the technically validated performance~~ standards are developed and introduced in accordance with these principles and that they are made the basis of the work plans of the enterprise. He is also ^{obliged} ~~obligated~~ to see that the ^{periods} ~~periods~~ of validity of the technically ^{verified work} ~~validated performance~~ standards confirmed by him are observed.

V

Functions of the Economic Ministries and State Secretariats with ^{Specific} ~~Gen~~ Portfolio ~~Individual Competence~~.

ARTICLE 14

(1) The Ministries and the State Secretariats with ^{their specific} ~~their~~ ^{Portfolio} ~~individual competence~~ are required, within three months, to develop their own ^{standards} ~~principles~~ based upon these principles, ^{taking into account} ~~and~~ ^{according to} the peculiarities of the branches of industry within their jurisdictions. ^{Said standards} ~~Such principles~~ to be published after confirmation by the Ministry ~~for~~ Labor.

(2) In order to fulfill these tasks and to disseminate

^{working} new methods ~~of work~~ and improved technical processes the Ministries and the State Secretariats with ^{specific portfolios} their own fields of competence are required to evaluate the results of the ~~competitions~~ competitions and of the activist movement and to organize a regular exchange of experience between plants of the same type. New working methods are to be introduced in all plants.

(3) The Ministries and State Secretariats with ^{specific portfolios} ~~their own~~ fields of competence are to give ^{practical guidance} operative leadership to the enterprises and plants and, with the cooperation of the ^{relevant} industrial union, having jurisdiction, are to form instruction brigades ~~from among~~ ^{from among} the Heroes of Labor, activists and Pioneers of Production. ~~These~~ ^{to eliminate variations in work} ~~are to~~ ^{to} ~~eliminate variations in work~~ standards, these brigades are to explain their practical experience to the workers of the various plants and to help the latter to put such experience to practical use.

(4) The technically ^{verified work} ~~related performance~~ standards developed ^(on the basis of these principles) in the operating divisions of the various People's-Owned enterprises and enterprises ^{having} ~~having a similar status~~ are to be compiled for the purpose of exchange of experience between divisions and between plants and enterprises.

ARTICLE XVI

Qualification of Workers

In order that the knowledge necessary for the fulfillment and ~~over~~ fulfillment of the technically ^{verified work} ~~related performance~~ standards may be imparted to those ⁱⁿ ~~who~~ need it, the plant director will make it his responsibility to see to it that:

(a) all workers are made acquainted with the advanced methods ~~of~~ work and the new production equipment through the activist schools and the schools for high work productivity. [Note: Sentence is ambiguous -- could also mean that workers who attend such schools (but not others) receive this instruction.]

(b) all workers receive an introduction to the new methods of computing performance standards in the ~~plant adult education~~ ^{plant's Vocational} schools and the technical evening schools,

(c) ~~Technical cabinets are established with the support of the section of the Chamber of Technology for the enterprise in question, in which proposals for improvement, inventions, experience of activists and their methods, as well as the experience of the Soviet Union and the People's Democracies are to be made available to all workers by means of wide dissemination,~~ ^{Technical information rooms are to be}

(d) Courses for ~~the~~ ^{the} training of foremen are established in the technical evening schools and the plant adult education schools in which the foremen receive instruction in the principles of business accounting and in the new methods of determining ~~performance~~ ^{work} standards.

ARTICLES 16

(1) The economic Ministries and State Secretariats with ~~their own funds of competence~~ ^{specialized institutions} are responsible for assuring that the Main Administrations and the General ~~Directorates (General Administrative Offices)~~ ^{Directorates} of the Ministry of Transport conduct inter-plant schools for the training of ~~performance~~ ^{work} standards specialists, in accordance with these principles of the Ministry ~~of~~ ^{of} Labor.

(2) ~~These~~ The agencies referred to in (1) above) are required

to develop within a period of 6 weeks basic curricula for the *types of* training ~~opportunities~~ mentioned in Article 15, ~~under the~~ letters a) b) and d) and in Article 16, Paragraph 1. These basic curricula are to be confirmed by the Ministry of Labor.

(3) The State Secretariat for Higher Education is to take steps leading to the incorporation of scientific development of performance standards in the curricula of the technical colleges and special industrial schools not later than the beginning of the academic year 1952/1953.

(4) In order to assure that all officials concerned are properly qualified, the economic Ministries and State Secretariats with ~~their own fields of competence~~ *Specific portfolios*, the Main Administrations and the General ~~Directions~~ *Directorates* of the Ministry of Transport will establish technical-scientific ~~colloquia~~ *terminology* for the study of the ~~new~~ *work* methods of ~~work~~ and the experiences of the Soviet Union and the People's Democracies.

Berlin, 20 May 1952

Ministry ~~for~~ *of* Labor

Chwalek

Minister